

04-124

Strategic Objective Grant Agreement (SOAG)

USAID Grant Agreement No. 278-009

STRATEGIC OBJECTIVE GRANT AGREEMENT

BETWEEN THE

UNITED STATES OF AMERICA

AND

THE HASHEMITE KINGDOM OF JORDAN

FOR THE

IMPROVED SOCIAL SECTOR DEVELOPMENT AND GOVERNANCE

STRATEGIC OBJECTIVE

Brooke A. Isham

DATED: June 2, 2004

Certified conformed copy of
agreement signed on June 02, 2004

APPN:
BPC:
RCN:

FUNDS AVAILABLE FOR	
ADM. RES. <input type="checkbox"/>	OBLIGATION <input checked="" type="checkbox"/>
EM. RES. / EM. <input type="checkbox"/>	COMM. RES. / COMM. <input type="checkbox"/>
ACTION TAKEN BY <i>10</i> DATE <i>6/3/04</i>	
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Brooke Isham
Director
Office of Program Management

Strategic Objective Grant Agreement

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STRATEGIC OBJECTIVE GRANT AGREEMENT

Dated: June 2, 2004

Between

The United States of America, acting through the United States Agency for International Development ("USAID")

and

The Hashemite Kingdom of Jordan, acting through the Ministry of Planning and International Cooperation ("Grantee")

Article 1: Purpose

The purpose of this Strategic Objective Grant Agreement ("Agreement") is to set out the understanding of the parties named above (the "Parties") about the Strategic Objective described below.

Article 2: Strategic Objective and Results

Section 2.1. Strategic Objective. The Strategic Objective ("Objective") is to improve social sector development and governance across three sectors – population/health, education, and governance. Under the umbrella Objective, each sector has a separate Intermediate Result which is designed to function as a proxy Strategic Objective.

Section 2.2. Intermediate Results. In order to achieve that Objective, the Parties agree to work together to achieve the following three Intermediate Results:

- (a) Improved Health Status for All Jordanians
- (b) Improved Education and Life Skills
- (c) Improved Governance and Expanded Civic Participation

Section 2.3. Amplified Description. The description, attached as Annex 1, amplifies the above Objective and Results. Within the limits of the above definition of the Strategic Objective, Annex 1 (including the Intermediate Results set forth above and indicators for measuring progress in achieving those Results) may be changed by written agreement of the authorized representatives of the Parties named in Section 7.2 without formal amendment of this Agreement.

Section 2.4. Strategic Objective Agreement for Strategic Objective number 278-009. The Strategic Objective Agreement for Strategic Objective number 278-003, signed between USAID and the Government of Jordan on October 31, 1996, as amended, is hereby incorporated into and replaced by the

present Agreement. Funds already obligated but not yet disbursed under Strategic Objective number 278-003 will be disbursed in accordance with the terms of the present Agreement. All terms and conditions of this Strategic Objective Agreement shall take precedence over the terms and conditions of the prior Strategic Objective Agreement which are being incorporated into this Strategic Objective Agreement. In the case of conflict, the terms of this Agreement supercede those of any prior agreement.

Article 3: Contributions of the Parties

Section 3.1. USAID Contribution

- (a) The Grant. To help achieve the Objective and Results set forth in this Agreement, USAID, pursuant to the Foreign Assistance Act of 1961, as amended, hereby grants to the Grantee under the terms of the Agreement not to exceed thirty million three hundred and fifty thousand United States ("U.S.") Dollars (\$30,350,000) (the Grant):
- (b) Total Estimated USAID Contribution. USAID's total estimated contribution to achievement of the Objective will be two hundred and two million U.S. Dollars (\$202,000,000), which will be provided in increments. Subsequent increments will be subject to the availability of funds to USAID for this purpose and the mutual agreement of the Parties, at the time of each subsequent increment, to proceed.
- (c) If at any time USAID determines that its contribution under Section 3.1(a) exceeds the amount which reasonably can be committed for achieving the Objective or Results or activities during the current or next U.S. fiscal year, USAID may, upon written notice to the Grantee, withdraw the excess amount, thereby reducing the amount of the Grant as set forth in Section 3.1. Actions taken pursuant to this subsection will not revise USAID's total estimated contribution set forth in 3.1(b).

Article 4: Completion Date

- (a) The Completion Date, which is September 30, 2009, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all the activities necessary to achieve the Objective and Results will be completed.
- (b) Except as USAID may otherwise agree to in writing, USAID will not issue or approve documentation which would authorize disbursement of the Grant for services performed or goods furnished after the Completion Date.
- (c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Implementation Letters, are to be received by USAID no later than nine (9) months following the Completion Date, or such

other period as USAID agrees to in writing before or after such period. After such period, USAID, at any time or times, may give notice in writing to the Grantee and reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Implementation Letters, were not received before the expiration of such period.

Article 5: Conditions Precedent to Disbursement

Section 5.1. First Disbursement. Prior to the first disbursement under the Grant, or to the issuance by USAID of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to USAID in form and substance satisfactory to USAID:

- (a) An opinion of counsel acceptable to USAID that this Agreement has been duly authorized or ratified by, and executed on behalf of the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all of its terms; and
- (b) A statement in the name of the person holding or acting in the office of the Grantee specified in Section 7.2, and of any additional representatives, together with a specimen signature of each person specified in such statement.

Section 5.2. Additional Disbursements. Prior to additional disbursement under the Grant, or to the issuance by USAID of documentation pursuant to which additional disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, be deemed by USAID to be making satisfactory progress in achieving the Strategic Objective and the Intermediate Results.

Section 5.3. Notification. USAID will promptly notify the Grantee when USAID has determined that a condition precedent has been met.

Section 5.4. Terminal Dates for Conditions Precedent.

- (a) The terminal date for meeting the conditions specified in Section 5.1 is 120 days from the date of this Agreement or such later date as USAID may agree to in writing before or after the above terminal date. If the conditions precedent in Section 5.1 have not been met by the above terminal date, USAID, at any time, may terminate this Agreement by written notice to the Grantee.
- (b) The terminal date for meeting the conditions specified in Section 5.2 is 120 days from the date of this Agreement or such later date as USAID may agree to in writing before or after the above terminal date. If the conditions precedent in Section 5.2 have not been met by the above terminal date, USAID, at any time, may cancel the undisbursed balance of the Grant, to the extent not irrevocably committed to third parties, and terminate this Agreement by written notice to the Grantee.

Article 6: Subcommitting, Subobligating and Disbursing Grant Funds

With respect to disbursements made under this Agreement, after satisfaction by the Grantee of the Conditions Precedent set forth in Section 5.1 ("First Disbursement"), the Grantee hereby agrees that USAID may subcommit, subobligate and disburse Grant funds available under Subsection (a) ("The Grant") of Section 3.1 ("USAID Contribution"), whether such use covers Foreign Exchange or Local Currency Costs described in Annex 2 ("Standard Provisions") hereof, so long as such actions and disbursements are consistent with the terms and conditions of Annex 1 ("Amplified Description") hereof, without any further approval or concurrence. USAID shall periodically inform the Grantee of all disbursements directly made by USAID under this Agreement, providing the Grantee with the amount(s) and purpose(s) of such disbursement(s). Prior approval of the Grantee, however, shall be required, for all disbursements of Grant funds made directly to the Grantee for, by way of example and not limitation, financing host country contracts let by the Grantee to achieve the Strategic Objective and Intermediate Results. Discussion will be routinely held between the parties concerning notification of activities and programs under this SO.

Article 7: Miscellaneous

Section 7.1. Communications. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram, telefax, e-mail or cable, and will be deemed duly given or sent when delivered to such Party at the following address:

To USAID:

Mail Address:

United States Agency for International Development
P.O. Box 354
Amman, 11118, Jordan

To the Grantee:

Mail Address:

Ministry of Planning and International Cooperation
P.O. Box 555
Amman, 11118, Jordan

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be substituted for the above upon the giving of notice. The e-mail addresses of the parties will be agreed upon through PILs.

Section 7.2. Representatives

(a) For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the Office of Minister of Planning and International Cooperation and USAID will be represented by the individual holding or acting in the Office of Mission Director, each of whom, by written notice, may designate additional representatives.

(b) Amendments to Annex 1 made in accordance with Article 2 hereof may be made by the mutual agreement of the representative of USAID and the representative of the Grantee, provided, however, that revisions to the Financial Plan set forth in Annex 1 may be made by the mutual agreement of the representative or additional representative of USAID and the representative or additional representative of the Grantee so long as: (i) no component of such Plan is, as a result of any such revision or revisions, decreased by more than fifteen percent (15%), and (ii) no USAID, GOJ or other Total set forth in the final bottom line of such Plan is changed.

(c) In coordination with the Ministry of Planning and International Cooperation, the individual holding or acting in the Office of the Minister of Health shall be an additional authorized representative of the Grantee for all purposes related to implementation activities hereunder involving the Ministry of Health, with the authority to amend the Intermediate Results and their indicators as provided in Article 2 of this Agreement and the authority to act under Section 7.2(b) hereinabove.

(d) In coordination with the Ministry of Planning and International Cooperation, the individual holding or acting in the Office of the Minister of Education, shall be an additional authorized representative of the Grantee for all purposes related to implementation activities hereunder involving the Ministry of Education, with the authority to amend the Intermediate Results and their indicators as provided in Article 2 of this Agreement and the authority to act under Section 7.2(b) hereinabove.

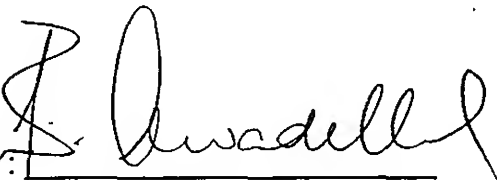
(e) In coordination with the Ministry of Planning and International Cooperation, the individual holding or acting in the Office of the Minister of Justice, shall be an additional authorized representative of the Grantee for all purposes related to implementation activities hereunder involving the Governance Sector and the Ministry of Justice, with the authority to amend the Intermediate Results and their indicators as provided in Article 2 of this Agreement and the authority to act under Section 7.2(b) hereinabove.


(f) The names of the representatives of the Grantee, with specimen signatures, will be provided to USAID, which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

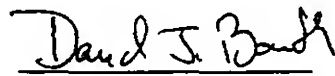
Section 7.3. Standard Provisions Annex. A "Standard Provisions Annex" (Annex 2) is attached to and forms part of this Agreement.

Section 7.4. Language of Agreement. The language of the Agreement is English.

IN WITNESS WHEREOF, the United States of America and the Grantee, each acting through its duly authorized representatives, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

BY: 
H.E. Dr. Bassem Awadallah
Minister of Planning and International
Cooperation

BY: 
Edward W. Gnehm
U.S. Ambassador

BY: 
David J. Barth
USAID Acting Mission Director

IMPROVED SOCIAL SECTOR DEVELOPMENT AND GOVERNANCE

STRATEGIC OBJECTIVE

AMPLIFIED PROGRAM DESCRIPTION

I. Introduction:

This Annex describes the activities to be undertaken and the results to be achieved with the funds obligated under this Agreement for three distinct sectors: health/population, education and governance. Each sector has a separate Intermediate Result which is designed to function as a proxy Strategic Objective.

II. Background:

This Section of the Annex provides a brief background description of three sectors: health/population, education, and governance in Jordan.

Jordan has one of the fastest growing populations in the world. Between the two censuses in 1979 and 1994, the population grew from 2.1 to 5.1 million people, an average increase of 2.7 percent annually. At this rate, the population of Jordan will double in 25 years. The Government of Jordan (GOJ) has recognized that this is a prospect it can ill afford, given Jordan's natural resource base, current and envisioned potential.

Accordingly, Jordan's focus has been on developing its human potential, essentially by advancing the well-being of its citizens. While overall health conditions in Jordan -- low infant mortality rates and high life expectancy -- are among the best in the region, the population growth rate continues to be a major development constraint for Jordan -- especially when analyzed in light of the quantity and quality of services to be provided to accommodate this rapid increase in population. The landmark passage of the National Population Strategy (NPS) in March 1996 and the passage of the Reproductive Health Action Plan, a sub-strategy of the NPS, in April 2004 made clear that Jordan was serious about family planning and recognized that a population growth rate of 3.7 was a major constraint to Jordan's development prospects. One of the principal elements of the Strategy is the reinforcement of the "right of families to produce an appropriate number of children and to have access to information and family planning methods in order to make their decisions freely, albeit in line with religious and cultural values."

The Total Fertility Rate (TFR) has declined from 5.6 children in 1990 to 3.7 in 2002, resulting in a decrease of two births per woman over the last 12 years, and nearly one

birth per women since 1997. Seventy percent of the decline in fertility resulted from changes in marital fertility, while 30 percent resulted from a delayed age of marriage. The rate of increase in the modern CPR seems to be slowing down in the last five years. However, the continuing decline in fertility rates from 5.6 in 1990 to 3.7 in 2002, and the decline in the rate of natural increase from 2.6 in 1990 to 2.3 in 2001 are encouraging. The seeming contradiction between the slowing of CPR annual increases and the continuing decline in the total fertility rate is likely the result of further counseling and expanded availability, resulting in more effective use of contraceptives. The later age of marriage is also a factor.

The 2002 DHS survey showed that fertility rates had dropped to 3.7 births and the unmet need for family planning had dropped to 11%. Nonetheless, the DHS findings also showed that 44% of married women do not want to have any more children, and 31% want to delay having another child for at least two years. In addition, 28% of Jordanian women reported discontinuation of contraceptives within one year of their use due to method failure, the desire to become pregnant again, or other reasons; while, 15% discontinue to switch to other more effective methods. These figures thus suggest that there yet remains much to be done to control the rapid population growth rate.

Considerable efforts have been exerted on improving Jordan's educational and health standards, thereby helping strengthen its economy – through a skilled and healthy labor force – and ultimately improving the quality of life for all Jordanians. These efforts have resulted in a highly educated population with a literacy rate of 89%. The structure of the educational system in Jordan consists of a two-year cycle of pre-school education, ten years of compulsory basic education, and two years of secondary academic or vocational education upon which the students sit for a General Certificate of Secondary Education Exam – Tawjihi. Overall basic and secondary school gross enrollment are relatively high, with primary school enrollment reaching 90%, and secondary school enrollments reaching 72%.

However, many challenges still face the education sector in Jordan. Among those are quality of education, quality of teachers, lack of incentives for teachers, uneven distribution of teachers to student's ratio, outdated teaching methodologies and technology. The Ministry of Education began reforming the educational sector in the early 1990s. This process was then accelerated when His Majesty King Abdullah, in early 2001, called for the "remodeling" of the education system as a critical step towards the preparation of the necessary human resources that will be necessary to realizing Jordan's vision of becoming the regional IT hub and entry into the global economy. The goal of the education system reform is to create and administer an educational system based on excellence, dedicated to high standards and contributing to the nation's wealth

in a global "Knowledge Economy." The reform will target all sectors of basic education, vocational training and non-formal education, as well as teachers, students, managers

and educational institutions. Issues of structure of education, e-learning and computerization, examinations and evaluation, certification and training of teachers, curriculum and educational materials development, early childhood development, administration and organization, and financial administration are the main aspects of the reform process. Thus, anticipated results in the education sector include an improved curriculum, better trained teachers, and a standards and accreditation system that would ensure high quality, consistent, and competitive educational opportunities for Jordan's children.

Addressing Jordan's challenges, especially as related to the education and governance sectors, requires increased civic participation in decision-making and policy reform processes to ensure government responsiveness to the needs of the citizens. In the governance sector, two areas will be addressed: (1) rule of law; and (2) legislative strengthening. Under rule of law, USAID will assist with the universal training for judges in technical legal fields to improve adjudications; automation of courts, including computerized case management and improved court administration; and a revamped judicial training institute, to include new coursework and new teaching methodologies. Under legislative strengthening, USAID will work to improve research capacity and encourage the greater use of IT in the legislative process. Activities will also be implemented that promote stronger linkages between the legislature and civil society, media, and women's groups to promote a greater understanding of key technical issues. Anticipated results include better trained Members of Parliament and key legislative staff, stronger institutional capacity of the Parliament, enhanced engagement of key non-governmental organizations to engage in the policy-making process, and strengthened capacity of the press to responsibly report on issues of parliamentary process and technical issues. Anticipated results also include the creation of a network of anti-corruption reformists, and enhanced GOJ capacity to identify and reduce corruption through technical assistance to key GOJ ministries and the Higher Media Council.

Between 2004 – 2009, USAID/Jordan will develop a series of integrated programs to improve the health status of Jordanians, expand relevant educational opportunities for children and youth, and design new programs and activities that promote a greater level of governance in the Kingdom. In partnership with the GOJ, other donors, and other USG agencies, USAID/Jordan will address these important prerequisites for improved social and economic development through a multi-faceted program of activities that enhance the delivery of maternal/child and other primary health care services and information, improve early childhood and school-to-work education, and promote stronger systems of governance.

III. **Strategic Objective and Intermediate Results to Achieve the Strategic Objective:**

A. **The Strategic Objective:** The Strategic Objective (SO 09") is to improve social sector development and governance. The SO is supported by three separate Intermediate Results (IRs) in the three sectors of health/population, education, and governance. Each IR is designed to function as a proxy SO.

B. **Intermediate Results (IRs) and Sub-results (SRs):**

IR 9.1: *Improved health status for all Jordanians*

SR 9.1.1: *Improved quality of and access to health services and information*

SR 9.1.2: *Improved health policies, strategies and systems*

SR 9.1.3: *Improved practice of healthy lifestyles*

IR 9.2: *Improved education and life skills*

SR 9.2.1: *Improved and expanded early childhood education*

SR 9.2.2: *Greater opportunities for youth through expanded work and life skills*

IR 9.3: *Improved governance and expanded civic participation*

SR 9.3.1: *A more efficient and effective legislature*

SR 9.3.2: *Improved transparency*

B. 1: Health and Population Sector in Jordan:

The Intermediate Result (IR 9.1) "*Improved Health Status for all Jordanians*" is designed to deliver assistance in three areas (also defined as "Sub-results", or SRs, under USAID's strategic framework system).

The strategic framework was developed by USAID, the MOH and its many local organizational partners working in population and health at the consensus-building workshop held in October 2003 in Amman, Jordan. Under the Intermediate Result *Improved Health Status for all Jordanians*, USAID/Jordan in cooperation with the GOJ over the five-year period (2004 – 2009) will broadly support public-private-NGO sector activities that will contribute to the intermediate result, its three sub-results and the illustrative approaches/activities outlined below.

Sub-result 9.1.1: *Improved Quality of and Access to Health Services and Information:*

The goal of this Sub-result is to expand and institutionalize high quality health care services and information at national and sub-national levels.

Illustrative Approaches/Activities:

- Assist the GOJ in reaching the planned national FP/RH/PHC goals and objectives as required by Jordan Socio Economic Transformation Plan (SETP) and the National Population Strategy and its sub-strategy the Reproductive Health Action Plan (RHAP)
- Expand and improve the quality of and access to FP/RH/PHC services and information at public-private-NGO sector PHC clinics and public sector hospital outpatient clinics
- Reduce fertility rate and improve mother and child health indicators through expansion of birth spacing initiatives, reduction in discontinuation of family planning and establishing safe motherhood practices in public sector hospital obstetric wards
- Expand and sustain quality assurance training/monitoring skills of health providers
- Improve prevention and control of chronic and infectious diseases, including HIV/AIDS, leading to a better quality of life for the poor and disadvantaged
- Improve child health through the introduction of "integrated management of childhood illness (IMCI)" approach
- Strengthen service delivery and related public health systems resulting in sustained improvements in the quality of service
- Physically upgrade the obstetric wards and selected outpatient clinics at public sector hospitals resulting in perceived and actual improved quality of care
- Reduce disparity in provision of PHC through improving PHC services on the national level thus reaching the poor and disadvantaged
- Improve and expand public-private-NGO sector collaboration
- Expand private sector provider networks and strengthen coordination with public and NGO sectors
- Generate demand on FP/RH counseling and clinical services by expanding community outreach activities through local NGOs and organizations.
- Increase modern method CPR and reduced TFR
- Expand the number and variety of modern contraceptive methods available in the Jordanian market
- Achieve contraceptive security by 2009

Sub-result 9.1.2: *Improved health policies, strategies and systems*

The goal of this Sub-result is to expand and improve essential health sector policies, reforms and public health systems. Such reforms will lead to improved quality and efficiency of information and services and reducing disparity in accessing health care for all Jordanians.

Illustrative Approaches/Activities:

- Expand and improve essential health policies, strategies and systems
- Develop a human resource/manpower development plan for the public sector
- Build human capacity leading to established public health systems and dynamic health reform
- Expand GOJ/MOH priority work in health insurance for the poor and uninsured and establish effective contractual links with the private sector
- Expand reforms in hospital decentralization resulting in improved quality and access
- Institutionalize systems for: monitoring quality of care and provider compliance; certification and accreditation of health facilities and health providers; improve non-monetary incentives for service providers; institutionalize continuing medical education; referral and appointments; and routine maintenance and cleaning of health facilities
- Reduce disparity in health care services and costs across socio-economic groups by cost containment and the provision of high quality information and services, especially for the poor and disadvantaged
- Improve selected health indicators
- Institutionalize the disease surveillance system for infectious (including HIV/AIDS/STIs) and chronic diseases within the MOH
- Expand and institutionalize the training for surveillance and data for decision making within local entities to increase efficiency of health care
- Research and correct high risk health behavior for all age groups
- Improve prevention and control of chronic and infectious diseases
- Improve and expand public-private-NGO sector collaboration

Sub-result 9.1.3: *Improved practice of healthy lifestyles*

The goal of this Sub-result is to improve the practice of healthy lifestyles which lead to a health competent Jordan in which communication empowers individuals, families, communities, and institutions with the knowledge, skills, and resources needed to work together to improve and sustain health. The partners will work together to create a health competent Jordan in which communication is used to:

Illustrative Approaches/Activities:

- Develop a national health communication strategy
- Help households understand and work to produce good health at every stage of life
- Create universal access to accurate and consistent health information

- Create demand for services that are integrated, client-centered, and oriented toward continuity of care
- Help community partnerships advocate for and create local environments that support healthy behavior
- Help public-private-NGO sector organizations work together to support health lifestyles
- Coordinate health-related programs so that they are mutually reinforcing;
- Advocate for policies that remove barriers to and motivate concerted efforts toward health improvement
- Institutionalize and sustain dynamic mechanisms and systems of health communication
- Create a role for everyone to play in achieving good health

Other Health/Population Resources that Support Intermediate Result 9.1:

Resources outside this Agreement (and therefore financed with funds neither obligated by this Agreement nor included in the Financial Plan set forth in Section VI of this Annex 1) are being made available, or may in the future be made available, from USAID to achieve Intermediate Result 9.1. Those resources are being provided or will in the future be provided through USAID/Washington's Bureau for Global Health (GH) in Washington, D.C. (USAID/W) under projects and programs administered by them, and are or will be additional to the funds obligated hereunder. These important projects directly support the other projects and activities in the Health and Population portfolio.

The following sets forth a description of the additional resources being provided for Intermediate Result 9.1. from GH in fiscal year 2004 (FY 2004). In FY 2004 support for the following projects/activities includes:

- i. POLICY Project, \$1,200,000: The Futures Group International provides technical assistance, research and equipment to the Ministry of Health, Higher Population Council, National Council for Family Affairs (NCFA) and other local organizations and NGOs.
- ii. DELIVER Project, \$200,000: John Snow, Inc. provides technical assistance, services, information, training, research and equipment, training, and contraceptive logistics to the Ministry of Health.
- iii. Central Contraceptive Procurement, Global Health, USAID/W, \$600,000: Provides technical assistance, training, research and contraceptive supplies to the MOH, RMS, UNRWA and NGOs.
- iv. Implementing AIDS Prevention and Control Activities (IMPACT Project), Family Health International: \$500,000: Provides technical assistance, services,

information, research, and medical and computer equipment to the Ministry of Health, the National AIDS Committee, the Global Fund for HIV/AIDS, Tb and Malaria and other local organizations and NGOs.

While there can be no assurance, additional resources may be available from USAID/W in the future for the Intermediate Result.

The additional resources described above are only available in the form of goods and services (e.g., technical assistance, services, information, training, research, medical and computer equipment, contraceptives.). While the costs of those resources to USAID are indicated above, the resources are not available to USAID/Jordan or the GOJ in the form of money. Bureau for Global Health (GH) contractors and cooperating agencies have pre-existing contracts/agreements with GH which specify which resources they can and cannot provide, and to the extent that these resources are being or will be provided by USAID/W to the GOJ, the GOJ can utilize these resources to enhance its own programs.

The assistance represented by these resources will only be provided upon USAID/Jordan receiving a request for such assistance from the GOJ. By signing this Agreement, the GOJ hereby acknowledges that it has requested all of the assistance described above and already being provided by USAID. With respect to any assistance not described above which may be provided by USAID in the future for the Intermediate Result, the Minister of Health, or a certified representative of the MOH or GOJ, shall be authorized to make requests for such assistance.

All of the additional resources being made available by USAID to the GOJ, or which may be made available by USAID to the GOJ in the future, for the Intermediate Result, are being or will be made available by USAID to the GOJ on the understanding that all USAID assistance funded there from will be entitled to the privileges and immunities accorded under the agreements entered into in June of 1957 between the Government of the United States and the Government of Jordan governing USAID economic assistance to Jordan. By signing this Agreement, the GOJ acknowledges and agrees to the application of the 1957 agreements to the assistance provided by these resources and to the personnel carrying out that assistance.

B.2. Education Sector in Jordan:

The Intermediate Result (IR 9.2) ***"Improved Education and Life Skills"*** is designed to deliver assistance in two areas (also defined as "Sub-results", or SRs, under USAID's strategic framework system).

USAID will assist the GOJ to reform its public education system by supporting programs that help develop curriculum, train teachers, and establish a standards and accreditation system that ensures high quality, consistent, and competitive educational opportunities for Jordan's children. Apart from support for activities linked to the GOJ's ambitious

ERfKE program, USAID will also provide support for programs that improve life and work skills for youth, specifically in rural and marginalized areas of the Kingdom.

Under this IR, USAID/Jordan in cooperation with the GOJ will broadly support public-private-NGO sector activities over the five-year period (2004 – 2009) that will contribute to the intermediate result and its two sub-results:

Sub-result 9.2.1: *Improved Quality and Expanded Early Childhood Education:*

The goal of this Sub-result which includes two areas – one for early childhood education and one for secondary education -- is to enhance better access, quality and relevant education for children and youth.

Illustrative Approaches/Activities for Early Childhood Education:

- Improve Early Childhood Education (ECE) Facilities
- Institutionalize ECE curriculum development using "Best Practices"
- Improve training for Jordanian ECE education professionals
- Develop and deploy new ECE accreditation and licensing system

Illustrative Approaches/Activities for Secondary Education:

- Develop ICT- based curriculum for the Management and Information Stream for grades 11 – 12
- Provide training for Management and Information Stream educators
- Improve Teacher Accreditation System for the Management and Information Stream
- Pilot Program on School to Work Transitions for Grades 9 – 12

Sub-result 9.2.2: *Greater Opportunities for Youth through Expanded Work and Life Skills:*

The goal of this Sub-result is to provide the needed training and skills through the NGO sector for unemployed youth to enable them to gain employment in the knowledge economy.

Illustrative Approaches/Activities:

- Contribute to the development and adoption of national youth programs
- Build the capacities of adolescents in leadership, participation and life skills with special attention to women and disadvantaged adolescents
- Provide training opportunities for youth on skills relevant to work market needs
- Provide training opportunities for youth on soft skills and work ethics
- Empower women to influence and benefit from the ICT sector through building their technical and soft skills

Additional activities will be developed by the Mission for 2004 - 2009, to support a number of training interventions which will help to alleviate the problem of unemployed youth. Given His Majesty King Abdullah's emphasis on developing Jordan into a regional hub for communications and information technology, highest priority will be given to programs that prepare youth for jobs in the ICT sector. Special attention will also be given to programs that identify promising females for employment and preparing them for new jobs and opportunities.

B.3. Governance Sector in Jordan:

Intermediate Result 9.3: "Improved Governance and Expanded Civic Participation"

The Intermediate Result (IR 9.3) *"Improved Governance and Expanded Civic Participation"* is designed to deliver assistance in two areas (also defined as "Sub-results", or SRs, under USAID's strategic framework system).

USAID's governance and civic participation program will support GOJ's recent initiatives for political reform through activities to: improve the performance and independence of the court system; increase the participation of civil society in policy decision-making; strengthen the legislative and public policy capacity of parliament; and promote transparent systems of resource allocation and use in selected GOJ bodies. Activities carried out under this IR will: (1) increase citizen participation; (2) expand the role of civil society in public decision-making; (3) nurture avenues for constructive dialogue and communication between decision-makers and the population, so as to provide for a more inclusive, accountable, and responsive system of governance; (4) improve transparency within the GOJ, particularly on issues involving public expenditures; (5) strengthen selected democratic institutions, in particular parliament and the judiciary; (6) provide for a more active and influential role for women in the political sphere; and (7) enhance the independence and professionalism of the media.

Under this IR, USAID/Jordan in cooperation with the GOJ will broadly support public-private-NGO sector activities over the five-year period (2004 - 2009) that will contribute to the intermediate result and its two sub-results:

Sub-result 9.3.1: A More Efficient and Effective Legislature:

The goals of this Sub-result are to advance political reform in Jordan by assisting the GOJ to: (1) strengthen the institutional capacity of parliament as a means of providing a more effective channel through which citizens input can be incorporated into the decision-making process; and (2) develop a more effective and accountable system of governance in Jordan. These interlinked goals rest on two pillars -- legislative strengthening; and improved rule of law and transparency.

Illustrative Objectives:

- Strengthen the legislature's institutional capacity
- Develop the capacity of the legislature to access policy-relevant research
- Expand public participation into the legislative process
- Improve media access to parliament and press coverage of parliamentary proceedings
- Monitor evolutions in the public image of the legislature

Sub-result 9.3.2: *Improved Transparency:*

The goal of Sub-result 9.3.2 is to strengthen the rule of law and decrease corruption in an effort to directly support the broad-based economic reforms initiated by His Majesty and serve as a catalyst for increased foreign investment in Jordan.

Illustrative Approaches/Activities:

- Enhance the capacity of the Ministry of Justice (MOJ) to operate as a driver for judicial upgrade
- Improve judicial independence
- Upgrade judicial performance
- Strengthen the inspection and monitoring capacity of the MOJ to better oversee the quality and consistency of judgments
- Increase capacity and effectiveness of civil-society organizations, think tanks and the media to advocate for and monitor judicial independence, improved judicial performance, and measures to reduce corruption

IV. Program Approach

This program has been designed to allow flexible selection and modification of activities over time in order to best achieve the strategic objective, intermediate results, and sub-results as identified above. The emphasis under these three sectors is on achievement of agreed-upon results and the sustainability and institutionalization of effort with public-private-NGO sector organizations and entities in Jordan, not simply completion of specific activities. Consequently, activities to be financed under this Agreement, such as grants, contracts, technical assistance, training, commodities and research, have not been specified in detail in the Amplified Description.

Criteria for selection of activities will include GOJ prioritization, customer demand, USAID comparative advantage, previous experience/"lessons learned", sustainability and institutionalization of effort within public-private-NGO organizations or entities, and cost share.

USAID will coordinate with the GOJ and other relevant parties prior to selection of activities for funding, as discussed above and using means appropriate under the

circumstances, which can include consultation with the GOJ on the substance of proposed activities, approval of requests, review of grantees/contractors, or other appropriate mechanisms.

USAID will enter into direct grants and contracts to support activities in support of the program. Such agreements will be in accordance with USAID acquisition regulations, USAID Directives/Automated Directives System (ADS), and other applicable laws, regulations and policy.

V. Monitoring and Evaluation

USAID and the GOJ jointly agree to provide resources and information for comprehensive evaluation of progress toward achievement of the Intermediate Results described above, including progress on specific activities as illustrated in Section III. There will be annual "performance audits" based on a range of indicators which measure progress in achieving the Intermediate Results.

A variety of contracting/assistance instruments will be used to perform the activities described above to achieve the Intermediate Results and their sub-results leading to the achievement of the Intermediate Results. Each contractor/grantee agreement will include a performance-monitoring tool to permit USAID and GOJ to evaluate progress towards the goals and objectives of the respective agreement. Contractors/grantees, for example, will submit comprehensive Quarterly Progress Reports (QPR) as a principal monitoring tool. The QPR will list each task to be accomplished under the contract/grant, the schedule for completing each task, the progress towards completing each task (as appropriate for the particular timeframe of the QPR), discuss obstacles that have hindered achievement of the set goals, and propose means of overcoming these obstacles in the future.

A Performance Monitoring Plan and related performance data may be developed and agreed upon further in accordance with Article 2 and Section 7.2 of the Grant Agreement for the Strategic Objective ("SOAG") of which this Annex 1 is an integral part.

Financial audits of the activities will be conducted in accordance with the relevant standard provision contained in Annex 2 of this Agreement.

As determined during the course of implementation of the Agreement, USAID and the GOJ may jointly authorize an external evaluation of the progress and impact of activities leading to realization of the Intermediate Results.

VI. Financial Plan

The Financial Plan, set forth on Attachment 1 to this annex, entitled "Illustrative Strategic Objective Budget", may be revised in accordance with Sections 3.1(c) and 7.2 of the Agreement without formal amendment of this Agreement.